

DD/A REG-STEY

FILE: *Training - 6*

DDA 81-0589/1

25 March 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Max Hugel  
Deputy Director for Administration

SUBJECT: Senior Training Courses

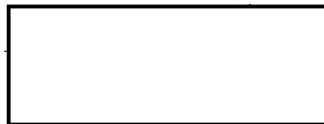
Bobby:

1. As per our previous conversation, attached are the rough schedule and details of the new 12-week Senior Officer Development Course (this course was originally 16 weeks long and was cut down to 12 weeks). This course has not been implemented and I have a hold on it. I have also been informed by the Director of Training and Education that, although the original estimate was that they would need an additional 10 people to run this course, he now feels that he might have the opportunity to move around certain slots where he might not need any additional people at all or at most maybe 3 people.

2. We did have in place a 9-week Senior Seminar course and I am attaching a copy of the details of this particular course. I understand it was not very effective and is not in operation today.

3. I spoke with all of the other Deputy Directors and it seems that the proposed new course was initiated by Admiral Turner who originally wanted a 1-year course. Our people feel that the 12-week course, as outlined, can be very effective.

4. At any rate, Bobby, I know you wanted to take this up at the next Executive Committee meeting but I give you this background information so that you can clearly understand where we are and what the situation is.



Max Hugel

Atts

DDA:MHugel:kmg (25 Mar 81)

Distribution:

- Orig - DDCI w/atts
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Unclassified when separated  
from attachments.

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SENIOR OFFICER DEVELOPMENT COURSE

September 13 - December 18

Rough Schedule \*

WEEK I

- fundamental factors influencing relations among nations
- evolution of the intelligence function in the US

WEEK II

- the intelligence community
- the organization of CIA
- the senior officer as manager

WEEK III

- the national security decision process
- the intelligence consumers who participate in that process
- Congress as consumer
- the role of the intelligence product in the formulation and execution of national policy

WEEK IV

- the national estimate as product
- SALT support
- other key products - briefings, PDB, SIG support
- evaluating the product

- \* Most of the course members' time will be spent in small group exercises using the case study method. Advance reading will be required of the course members along with some preliminary essays. Panel discussions will supplement lectures where possible. Some external reading and essay writing will also be required throughout the course.

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WEEK V

- military and scientific analysis

WEEK VI

- economic and political analysis

WEEK VII

- key substantive areas
- the USSR
- China
- Middle East
- key LDCs
- Western Europe
- key Latin American countries

WEEK VIII

- satellite photo-reconnaissance
- fundamentals of imagery
- fundamentals of SIGINT
- the special collection service
- field trip to NSA
- employing technical collection systems

WEEK IX

- clandestine collection
- CIA stations abroad
- human source systems
- liaison relationships
- counter intelligence

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WEEK X

- covert action
- congressional and executive oversight
- terrorism
- overt collection systems [redacted] Foreign  
Broadcast Information Service, Office of Central Reference,  
defectors and refugees, State, military attaches)

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WEEK XI

- the support function
- executive committee staff and long-range planning
- computer applications
- security, logistics, COMMO
- the operations center
- personnel management
- FOIA
- public relations

WEEK XII

- the agency budget process
- member presentations
- key issues facing intelligence in the 80s (substance process  
and management)
- final evaluation

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CIA SENIOR SEMINAR (9 Weeks)

BLOCK I: The Senior Officer as Manager

1 Week

Introduction to Senior Seminar  
Staff and Student Introductions  
Welcome by Chief, [REDACTED] and  
Administrative Briefing  
Organizational Decision Strategies  
Committee Selection

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Reading Period  
Management Task Survey  
Management and Organization  
Theory: A Synthesis  
The Systems View Applied  
Leadership, Power and Influence  
Preparation for Seminar Projects

A Discussion of Management  
Discussion of Management and Personnel  
Case Studies  
Member Presentation

Coping with Managerial Stress  
Preparation for Seminar Projects  
Reading Period  
How to Handle the Problem Employee  
Closing Discussions and Block I Evaluations

BLOCK II: CIA Facing the Future

1½ Weeks

PART I--The Intelligence Process: Collection  
The Future of Clandestine Collection  
Trends in Counterintelligence  
Covert Action: New Developments  
Member Presentation: [REDACTED]  
Project Time  
Reading Period  
Overt Collection  
Domestic Collection  
Technical Collection  
Deputy Director for Science & Technology Presentation  
Member Presentation: [REDACTED]  
Tour of [REDACTED]  
Reading Period  
Director of Foreign Broadcast Information Presentation  
CIA's SIGINT Activities  
A Look at Some Agency Research and Development Activities

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BLOCK II (Continued)

PART II -- THE INTELLIGENCE PROCESS: Analysis

Deputy Director of National Foreign Assessment Presentation  
Project Time  
Reading Period  
Member Presentation: OGCR Today  
The Role of Political Analysis  
Economic Intelligence in a Changing World  
Development in S&T Intelligence  
Project Time  
The Role of Strategic Research  
The National Intelligence Council  
Discussion of Parts I and II

PART III -- SUPPORT FOR THE AGENCY

Deputy Director for Administration Presentation  
Management of the Office of Finance  
Project Time  
Member Presentation: Logistics Support to the Agency  
CIA and the Computer Age  
Effective Intelligence Communications  
Project Time

PART IV -- THE AGENCY AND ITS EMPLOYEES

Reading Period  
The Role of the Office of Inspector General  
The Agency's Approach to Equal Employment Opportunity  
Maintaining Security in Today's Agency  
Discussion of Parts III and IV

PART V -- OVERALL AGENCY MANAGEMENT

Public Affairs for the Agency and Community  
Personnel Management Today  
Dealing with Congress  
Freedom of Information and the Privacy Act  
Intelligence and the Law  
Discussion of Part V and Block II

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BLOCK III: The Changing World

1 Week, 2 Days

The World Energy Situation Today  
Emergent Islam  
The Middle East at the Beginning of the 1980's  
Reading  
Assessing Third World Leaders  
Reading Period  
Member Presentation: Genesis of a New FBIS Bureau  
Africa--Issues for the Eighties  
Latin American Geopolitics  
Europe Today  
The U.S. and the Third World--A Class Discussion  
The United Nations Today  
The Nature of the Soviet Challenge--A Class Discussion  
An Estimate of Soviet Strategic Capabilities  
Project Time  
Man, Freedom, and the Law (Guest Speaker Program)  
Reading  
Brezhnev and Beyond: The Societal Dimension  
Brezhnev and Beyond: The Political Dimension  
Soviet-U.S. Relations  
Critical U.S. Security Issues Connected with the Soviet-U.S.  
Military Balance  
Member Presentation: The People That Do Strategic Research  
China in the World of the Eighties  
An Inside Look at China  
U.S. Foreign Policy in the Post-Kissinger Era  
A Look at United States Foreign Policy  
Team Projects

BLOCK IV: SCIENCE--Frontier of Change

1 Week

Reading Period  
Computers: Their Critical Role in Systems & Products  
Scientific Developments of Intelligence Interest  
U.S. Science Policy and Perspective  
Reading Period  
Environmental Decision Making  
Member Presentation: Developments in Data Processing  
Committee Work  
Tour and Discussion at Beltsville Agricultural Experiment  
Station  
Reading Period  
Space Exploration Technology  
Scientific and Technical Support to the Military Today  
and Tomorrow  
Member Presentation: The Soviet Space Program  
Reading Period  
Frontiers in Physical Science

Recent Advancements in Understanding the Mind  
Preparation for Boston Field Trip

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BLOCK V: Business in America Today

1 Week

IN BOSTON (Monday A.M. until P.M. Friday)  
Visit Cabot Corporation Headquarters  
Visit Sobin Chemicals, Inc.  
Discussion with Vernon K. Alden, Chairman, Massachusetts  
Business Council--"Reflections on Corporate Decision-Making  
Visit Digital Equipment Corporation  
Visit ITEK Corporation  
Visit First National Bank of Boston  
Visit Raytheon Company  
Visit Massachusetts Institute of Technology

BLOCK VI: Domestic Issues of Relevance to CIA

1 Week

The State of the American Economy  
Doing Business in America  
The Problem of Alcoholism  
Project Time  
How Congress Operates  
Member Presentation:   
Reading Period  
The Current Political Scene  
Labor, Government, and Business  
American Ideology  
Reading Period  
Adequate Health Care--Can We Afford It?  
Education in America  
The Role of the Press  
Racism in America  
Block VI Evaluations  
Project Time  
A Status Report on CIA and the Community  
Project Time

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BLOCK VII: The Intelligence Community and Policy

1 Week

The National Security Council  
Resource Management Staff & the Budget for the National Foreign  
Intelligence Program  
Agency Resource Management  
Policymaking in the Foreign Affairs Arena  
Reading Period  
Collection Tasking in the Community  
Member Presentation  
State Department Intelligence and Research  
State-CIA Relationships in the Field  
Project Time  
Reading Time  
DIA in the Community  
FBI--The Bureau's Role in Foreign Intelligence  
Project Time  
Reading Period  
Reaffirming National Policy  
NSA: Role and Relationships  
Member Presentation

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BLOCK VIII: Loading Ahead: Critical Issues for the Eighties

4 Days

Strategic Management Prototype Methodology  
Member Presentation: Central America Since January 1978:  
A Case Study of Analytical Support to the Policymaker  
Team Project Presentation  
CIA and Congressional Oversight  
Member Presentation: Office of Imagery Analysis Support  
and the Directorate of Operations  
CIA and the Attorney General's Office  
Discussion of Case Studies  
The Executive Committee  
Member Presentation: Agency Management of Automatic Data  
Processing Resources  
Team I Presentation  
Team II Presentation  
Team III Presentation  
Critical Issues Reconsidered  
Course Evaluations and Awarding of Certificates

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